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**REQUEST FOR APPLICATIONS (RFA) NUMBER: RFA1NGA**

**“USADF COMMUNITY-BASED AND SMALL AND MEDIUM ENTERPRISE DEVELOPMENT AND EXPANSION PROGRAM and USADF POWER AFRICA OFF-GRID ENERGY CHALLENGE: Support to USADF Partner Organizations” in Nigeria**

The United States African Development Foundation (“USADF”) has established the Community Development Institutions Program (“Program”) and the Power Africa Off-Grid Energy Challenge (“Challenge”) to assist local development institutions to strengthen their capacity to support community-based and other activities that benefit underserved populations. Under the Program and the Challenge, USADF and a local development agency (“Partner”) enter into a cooperative agreement that provides direct support to the Partner to: a) build its capacity; b) as part of the Program, provide support to grassroots entities who are seeking or who are recipients of grant funds from USADF (“Grant Applicants/Grantees”); and c) as part of the Challenge, provide support to Challenge winners that implement business solutions which provide off-grid energy services to unserved and underserved communities. USADF is requesting applications from potential Partner organizations that have the expertise and experience to provide technical assistance and project implementation and management support to USADF Grant Applicants/Grantees.

**Who we are:** USADF is an independent Federal agency of the United States Government established to support African-designed and African-driven solutions that address grassroots economic and social problems. USADF’s mission and structure makes it possible to carry out development in isolated and highly marginalized regions in Africa.

**What we do:** USADF supports private businesses, farmers’ cooperatives, associations, and various community-based organizations, especially those reaching underserved rural communities, engaged in sustainable economic and social development activities. The Foundation established a funding program in Nigeria in 2001. The current portfolio in the Nigeria Program consists of 24 projects valued at USD 2.8 million spread throughout Jigawa, Kano, Kaduna and the eight Niger Delta states, with annual funding levels of approximately \$1 million, mostly in the agriculture and aquaculture sectors. In the Nigeria Challenge, USADF has successfully held two rounds of the Challenge, awarding grants of up to USD 100,000 each. The active portfolio consists of 5 projects valued at USD 500,000 spread throughout Nigeria, focused on off-grid energy generation from solar and biomass for both productive and household use.

**Who we fund:** As part of its Program, USADF provides funds to small enterprises and community-based groups in Nigeria, particularly those benefiting youth and women, to secure the technical, managerial, and marketing assistance they need to build internal capacity and enhance their impact and sustainability. Funding criteria emphasize the following principles:

- community participation and ownership;
- significant economic and social impact on low-income communities; and
- impact commensurate with the level of investment, sustainability, and potential for replication of the activity.

As part of its Challenge, USADF provides funds to enterprises with sustainable business solutions to address the energy needs of unserved or underserved communities in Nigeria. Particular emphasis is given to projects that address the following:

- increasing electricity access – including a focus on off-grid or micro-grid solutions;
- increase access to electrical power for productive and/or household use;
- off-grid solutions that employ renewable resources and power economic activities; and
- describe how the business solutions benefit the lives of women through cleaner, safer, and greater electricity generation

**How the Partner works with USADF:** The Partner works with the USADF Program (Country Program Coordinator and staff) office in Abuja and USADF Headquarters staff in Washington, DC to provide on-going support to projects that have been financed. The role of the USADF Nigeria Program Office is to identify viable local small and medium-sized enterprises that show potential to create employment opportunities, generate income, and have broad social impact beyond the project activity. Project proposals identified and authorized by USADF/Washington for development will be turned over to the Partner organization for development and, once projects are funded, the Partner will work with the Grantees to furnish technical assistance, monitoring, and evaluation during project implementation.

Through the Off-Grid Challenge, the Partner assists USADF/Washington in its due diligence process of Challenge finalists, including due diligence site visits, reference checks and the cost verification exercise. Once grants are awarded to Challenge winners, the Partner works with the Grantees to provide technical assistance, monitoring, and evaluation during grant implementation.

Through this RFA, USADF is seeking applications from qualified not-for-profit organizations and for-profit firms that have the core competencies and experience needed to assist small enterprises and community-based economic interest groups in the design, implementation, monitoring, and evaluation of community-based enterprise development and expansion projects in Nigeria.

**Core experiences/competencies required to serve as USADF Partner in Nigeria:** Applicants must have experience providing technical assistance and training, and possess strong skills in organizational and financial management, business development, marketing analysis, financial analysis including financial projections, technical analysis of proposed technologies, monitoring and evaluation, and production and planning. It is imperative that applicants for the position are familiar with participatory development methods and have the ability to work with grassroots groups to help them develop and implement their own business strategies.

The prospective Partner organization must be based in Abuja and be able to establish a satellite office in the Niger Delta region, where a large number of USADF's Program projects are located. USADF partners with host country entities to ensure that the Foundation's Grant Applicants and Grantees have access to the support services they may need to successfully plan and implement their self-help economic development activities. The authority for this RFA is found in the African Development Foundation Act.

USADF established the Community Development Institutions Program in support of a public purpose rather than the acquisition by USADF of services from an organization. USADF established the Off-Grid Challenge as part of its involvement in the United States Beyond the Grid Sub-Initiative which is a component of the United States whole of government Power Africa Initiative. Accordingly, USADF has determined that an assistance instrument (a

cooperative agreement in this case), rather than a contractual instrument, is the most appropriate mechanism for the implementation of this Program. An assistance instrument is used when the principal purpose of the relationship between USADF and the other party or parties is the transfer of funds, services, or anything of value to the Grantee in order to accomplish a public purpose, through support or stimulation of the Grantee's own program or project.

USADF anticipates awarding one 12-month cooperative agreement, renewable for four years without completion, for a total possible length of five years. The cooperative agreement will be awarded in US Dollars. USADF reserves the right to fund any or none of the applications it receives in response to this RFA. Please refer to the Program Description for a complete statement of goals and expected results.

USADF does not award profit under assistance instruments. However, all reasonable, allocable, and allowable expenses which are related to the cooperative agreement program and are in accordance with United States Government regulations may be paid under the cooperative agreement.

For the purposes of this Program, this RFA is issued and consists of a cover letter and the following Sections:

1. Section A – Grant Application Format
2. Section B – Selection Criteria
3. Section C – Program Description
4. Section D – Budget Details

If your organization decides to submit an application, USADF should receive it by the closing date indicated at the top of this cover letter by e-mail to [rfaNigeria@usadf.gov](mailto:rfaNigeria@usadf.gov). For the purposes of this RFA, the organization applying is considered to be the Applicant.

Award will be made to that Applicant whose application offers the best value to USADF in terms of quality and cost factors.

Issuance of this RFA does not constitute an award commitment on the part of USADF, nor does it commit USADF to pay for costs incurred in the preparation and submission of an application. Further, USADF reserves the right to reject any or all applications it receives. In addition, final award of any resultant cooperative agreement cannot be made until funds have been fully appropriated, allocated and committed through internal USADF procedures. While it is anticipated that these procedures will be successfully completed, potential applicants are hereby notified of these requirements and conditions for award. Applications are submitted at the risk of the applicant. All preparation and submission costs are at the Applicant's expense.

If you have questions regarding this RFA, you may contact the email address provided above. All proposals in response to this RFA must be in English.

Sincerely,

*Nigeria Program Team*

United States African Development Foundation

Beginning **April 20, 2015**, an electronic copy of this **RFA may be obtained** by accessing the USADF website at [www.usadf.gov/JobOpportunities.html](http://www.usadf.gov/JobOpportunities.html). Additional information about USADF and the Nigeria Program and Challenge can be obtained from our website at [www.usadf.gov](http://www.usadf.gov) and [www.usadf.gov/nigeria.html](http://www.usadf.gov/nigeria.html). Any questions regarding the RFA may also be addressed to [rfaNigeria@usadf.gov](mailto:rfaNigeria@usadf.gov). The **submission deadline for proposals is May 6, 2015**. Applications received after the closing date will not be considered.

## SECTION A –APPLICATION FORMAT AND REQUIREMENTS

### PREPARATION GUIDELINES

USADF will review all applications received by the deadline for their responsiveness to the specifications outlined in these guidelines and the application format. Applications that are received after the deadline or are incomplete may not be considered in the review process.

Applicants must furnish all information required by this RFA. Information in Applicants' responses will be used solely for the purpose of this RFA, and will not be disclosed to any source outside the U.S. Government. **The Applicant must sign the application and print or type its name on the Cover Page of the application.** All proposals in response to this RFA must be in **English**.

### APPLICATION FORMAT

The Applicant's proposal should fully address each of the following elements.

#### 1. **Proposed Approach and General Strategy**

In no more than three (3) pages, this section should discuss how the Applicant would approach each of the objectives outlined in the program summary Section C of this RFA. In so doing, the applicant should demonstrate knowledge of the economic environment within Nigeria, challenges and needs of the groups to be assisted, and discuss approaches and methodologies that will be used; articulating an understanding of best practices and lessons the applicant has learned from previous experience.

#### 2. **Institutional Capacity Statement**

In no more than two (2) pages, the Applicant should discuss its organizational capacity to carry out the tasks of the Program described in Section C of this RFA. The Institutional Capacity Statement of the Technical Application should demonstrate the Applicant's experience in assisting community groups, associations, and small enterprises in the design, implementation, monitoring and evaluation of income generating small business and community development projects. The Statement should describe the Applicant Organization's governance and operating structures as well as the staff, roles and relationships the Applicant would establish to implement the Program.

In addition, the Applicant should provide:

- a copy of its organizational chart,
- a copy of proof that it is a legally registered organization (or in the process of registering),
- evidence that the organization is owned and managed by indigenous Africans who are host country nationals; and
- signed letters of commitment from the key personnel proposed within the Technical Application.

#### 3. **Personnel**

The Applicant must provide curricula vitae (CVs) for each proposed key personnel. The following positions are deemed key personnel: Executive Director, Project Development Officer, Financial Officer, Monitoring and Remediation Officer and Program Officer for Power Africa. No more than five key personnel positions should be proposed (A combination of full and part-time personnel totaling up to five (5) full time positions may be proposed).

#### 4. **Past Performance References**

In no more than one (1) page per reference, the Applicant should provide performance references for similar or related programs conducted during the last 3 years. Each reference must include the following: (a) name of the reference; (b) name of the project; (c) brief description of the project; (d) period of performance; (e) estimated value; and (f) name, title, telephone number, and e-mail address of contact person where the activity was performed.

**5. Cost Proposal**

Using the format in section D, present a budget with an accompanying budget narrative that provides in detail the total costs for implementation of the program over a one year period.

Include any schedules that are necessary to support and explain proposed costs. The Cost Proposal shall contain at a minimum:

- Detailed analysis of the level of effort, including specific personnel, rates of compensation, amount of time proposed, and expected technical and financial assistance requirements;
- Details of all other direct cost items;
- Detailed breakdown of all items of fringe benefits as required by host country laws and regulations.
- Detailed description of any one time capital expenses required to begin the contract. This may include items such as vehicles, computers, or other limited capital expenses required to implement the program.

**6. Other Information.** Applicants may be requested to provide further information at a later date if deemed necessary for USADF to make a determination of the Applicant's suitability for the agreement. Interviews of top candidates may occur in person, or by telephone.

**END OF SECTION A**

## **SECTION B - APPLICATION REVIEW AND SELECTION CRITERIA**

### **APPLICATION REVIEW**

A USADF technical panel will review the applications submitted in response to this RFA. USADF reserves the right to determine the resulting level of funding under the agreement.

The USADF technical review panel will use the criteria set forth below to review and score all applications that: (1) meet the eligibility requirements specified in the mandatory criteria; and (2) conform to the application preparation and submission requirements as stated in Section A.

### **SELECTION CRITERIA**

#### **Mandatory Criteria**

All Applicants must submit evidence that they are:

- a legally registered organization or in the process of registering (e.g., incorporation certificate or receipt that incorporation papers have been filed with the appropriate authorities);
- have an office based in Abuja and be able to establish a satellite office in the Niger Delta region, where a large number of USADF's Program projects are located; and
- owned and managed by indigenous Africans who are host country nationals, and the key staff proposed are nationals of the host country.

#### **Weighted Evaluation Criteria**

##### **1. Approach and Strategy (20 points)**

In this category Applicants will be scored on:

- Applicant's understanding of the challenges and opportunities associated with promoting development at the grassroots level;
- Applicant's knowledge of strategies for supporting the development or expansion of community-based organizations and economic interest groups, including training or technical assistance practices designed to improve grantees' organizational and financial management skills; and
- Applicant's knowledge and use of participatory development methodologies (PDM).

##### **2. Institutional Capability (25 points)**

In this category Applicants will be scored on:

- Organizational philosophy, strategy, or approach to assisting grassroots communities and activities;
- Experience with development of small-scale producers and businesses;
- Familiarity with USADF's approach to participatory development and PDM approaches in general;
- Proposal development and writing capability;
- Financial management and reporting systems;
- Demonstrated capacity to carry out activities throughout the country;
- Demonstrated capacity to conduct project monitoring, evaluation, and remediation activities;
- Proposed monitoring and evaluation plan, which includes all aspects of project assessment, i.e. definition of project success indicators, collection of baseline and performance data, and analysis of information collected to determine project progress and next steps;
- Overall staff size, and technical areas and sectors of expertise;
- Research and information dissemination capabilities; and

- Contacts with private and public sector entities, especially those in the national and international development community.

### **3. Key Personnel and Management Plan (35 points)**

In this category Applicants will be scored on the staff proposed to work on the USADF program. Staff will be evaluated based on:

- Demonstrated leadership, technical, and administrative skills of the Executive Director in managing programs similar to the one described in this RFA. This includes, but is not limited to program and project management; managing budgets and personnel; motivating and supervising team efforts; demonstrated effectiveness in relationships with government, donors, and other partners and grantees; writing and other communication skills; and proficiency in English and at least one or more local language(s) that collectively ensure the Applicant's ability to work effectively in all regions of Nigeria.
- Relevant technical skills and experience of key personnel in activities of similar purpose and complexity in the country, including: (1) demonstrated commitment to assisting grassroots groups; (2) competencies in participatory planning, project design, financial analysis, economic analysis, business development, value chain analysis, and monitoring and evaluation; (3) work with rural small business development, rural finance and cooperative development; (4) administrative and computer skills; (5) competency in agricultural/livestock value chain analysis and promotion (production, processing and marketing activities) and artisanal fisheries management; and (6) demonstrated ability to solve problems.
- Practical and efficient management approach (including a description of key personnel roles and responsibilities) and operational arrangements for achieving program results while ensuring coordination with USADF and other partners. This will include a capacity to interact effectively with US based USADF personnel in English.

NOTE: Each Applicant is required to ensure that personnel included in its application will in fact be available to implement the Cooperative Agreement in the event it wins the award. Applicants should include signed letters of commitment from the proposed key personnel within their Technical Application. Failure to provide such assurances and letters of commitment may disqualify the Applicant from being considered for the award. USADF reserves the right to request Applicants to make their proposed key personnel candidates and other representatives available for interviews and oral discussions.

### **4. Past Performance of Applicant (20 Points)**

In this category Applicants will be scored on the proposed team:

- Experience working with international donors on programs to assist grassroots entities;
- Demonstrated ability to mobilize appropriate technical expertise, training and other support required to achieve the objectives of the program; and
- As applicable, the organization's past performance references for similar or related programs implemented within the last 3 years will be considered.

### **5. Cost Evaluation**

Cost/price will not be scored, but it will be evaluated to assure reasonableness of cost elements and to assure that they conform to the requirements of the Program Description.

**END OF SECTION B**

## **SECTION C - PROGRAM DESCRIPTION**

### **INTRODUCTION**

The United States Congress established the African Development Foundation in 1980 as an independent public corporation with a mandate to promote the participation of Africans in the economic and social development of their countries. USADF provides assistance directly to underserved communities to enhance activities they themselves have conceived and nurtured. USADF also supports intermediary organizations that understand and represent the needs and aspirations of the underserved. In effect, USADF helps Africans to help themselves by providing them the resources they need to advance their own efforts to promote economic and social development.

Participatory development methodologies (PDM) are the centerpiece of USADF's approach to grassroots development. PDM requires the active involvement of major stakeholders at each stage of program development from conceptualization through design, implementation, monitoring and evaluation. It also requires that program participants develop and implement systems that ensure transparency and accountability for use of resources and attainment of program objectives.

Through this RFA, USADF seeks applications from not-for-profit and for-profit organizations that would be interested in partnering with USADF to strengthen their own capacity while utilizing their core competencies and experience to support grassroots groups as they undertake self-help socio-economic development activities. USADF will award a one-year cooperative agreement grant, which may be renewable for up to five years of service depending on performance during each year of the cooperative agreement. The prospective Partner organization would be based or have an office in the capital city of Abuja with frequent travel of key personnel throughout the country and with an existing or the ability to establish a satellite office in the Niger Delta region of Nigeria. The prospective Partner must also clearly demonstrate its capacity to monitor and support activities throughout the country.

USADF believes that the strengthening of local development agencies is essential to promoting grassroots participation. USADF also has a corporate strategic goal to “expand local capacity to promote and support grassroots participatory development.” Under this corporate goal, USADF has several objectives, including to: (1) build the capacity of local community agencies to provide technical assistance and support grassroots groups; (2) establish strategic linkages with national and local governments, other donor agencies, and the local private sector to support sustainable grassroots development; and (3) encourage the utilization of participatory development “best practices.”



## PROGRAM OBJECTIVES

**OBJECTIVE 1: Build self-supporting, sustainable local community development agencies that provide technical assistance and support to grassroots groups.** While grassroots groups are in the best position to identify problems they encounter in improving their economic and social status, they require assistance in developing and managing activities, particularly in formulating solutions to problems, designing project budgets, work plans and other technical components, monitoring and evaluation plans, and meeting acceptable accountability standards. An important objective of USADF is to help build sustainable indigenous capacity to provide assistance in these areas to grassroots groups. To this end, USADF helps local development organizations strengthen their technical, organizational, and fiscal capacity to effectively promote grassroots economic and social development.

These local organizations, or “Partners,” help build competent local leadership and technical capacity and ensure that this is institutionalized and continues to be available to grassroots groups even when external assistance is not. As leaders in the development of their countries, Partners will be expected to pioneer innovative approaches to mobilize and efficiently use local human, material, and financial resources.

### Results to be achieved:

As a result of the partnership with USADF, the capacity of the Partner organization will be enhanced in the following areas:

- utilization of participatory development methodologies (PDM);
- community outreach and standing;
- ability to counsel and nurture indigenous organizations in the planning, development, implementation, monitoring, and evaluation of their activities;
- acquisition of specialized knowledge and expertise in key development issues of concern in Nigeria;
- ability to engage local consultants and experts to provide technical assistance and training for development activities;
- ability to monitor and evaluate projects to ensure timely identification and remediation of problems; and
- building strategic networks with national and local governments, donors, and the local private sector to support sustainable grassroots development.

Specific results to be achieved through the efforts of the Partner include the following:

- strong project proposals (that include sound financial analysis) that meet the Foundation’s Project funding application requirements are fully developed for USADF review;
- improved grantee skills and resources as measured by successful implementation of project plans, including timely completion of activities and deliverables specified in the grant agreements, and evidence of re-evaluation of business plans as needed;
- effective implementation of projects as demonstrated by a portfolio with the majority of grantees meeting or exceeding project targets;
- improved efficiency and profitability of assisted small-scale enterprises and income generating activities;
- increased long-term sustainability of funded projects; and
- enhanced quality of life of those people participating in USADF-assisted projects.

**OBJECTIVE 2: Establish strategic linkages with national and local governments, other donor agencies, and the local private sector to support sustainable grassroots development.** National and local governments, other donors, and the local private sector are often important stakeholders in USADF funded activities. Applicants should discuss their ability to consult with and influence these important stakeholders.

**Results to be achieved:**

- increased awareness by government, donors, and private sector entities of the socio-economic development opportunities at the grassroots and USADF's role in supporting those opportunities;
- increased public-private linkages in local development and appreciation by the private sector of its philanthropic role in local development and the returns to business of charitable giving, as demonstrated by an increase in funding or other support for small-scale, indigenous initiatives; and
- expanded participation of grassroots entities in the private sector and national and local policy dialogue.

**OBJECTIVE 3: Encourage the utilization of participatory development “best practices.”** Wider use of participatory development “best practices” is essential to empowering grassroots groups and helps them to find viable solutions to their problems. The Partner will take on a leadership role in promoting these “best practices,” including with African governments and other donors where possible.

**Results to be achieved:**

- expanded and diversified resource base for community development activities;
- increased utilization of local resources;
- increased capacity for communities to leverage external funding;
- increased level of volunteerism in the community; and
- increased potential for community self-sufficiency in specific areas.

## PROGRAM ACTIVITIES

The Partner will assist grassroots groups and organizations by working collaboratively with such entities in the promotion, design, implementation, monitoring, and evaluation of their projects. Program Activities will include the following:

- initiating and maintaining contact with Private Voluntary Organizations (PVOs), Non-Governmental Organizations (NGOs), other donors working with grassroots groups in Nigeria, and relevant host government ministries and services; comparing best practices; sharing lessons learned; and coordinating assistance;
- gathering and maintaining information on the development opportunities in Nigeria that are appropriate for support by USADF and other donors. This includes remaining current on the development activities and priorities of the broader development community in Nigeria and reaching out to local communities and representatives of unserved and underserved segments of the country's population;
- preparing sector or value chain analyses to assist USADF applicants in developing and documenting the need and opportunity for proposed projects and to assist USADF grantees in executing approved projects;
- assisting grant applicants to design sustainable development projects, placing particular emphasis on: development of long-term strategies; necessary analyses and feasibility studies to assess project viability; design of technical components, budgets, management and implementation plans; gathering baseline data; and assessing training needs;
- providing appropriate technical assistance and training to grassroots entities in the development and implementation of their activities;
- promoting cooperative principles and effective financial and administrative management practices and ethical values, including: transparency, separation of responsibilities, and equitable distribution of benefits;
- assisting grantees to assess the quality of work by prospective vendors and to achieve cost-savings in negotiating rates with prospective vendors;
- overseeing consultants and other parties providing technical assistance to grantees in order to ensure adherence to participatory development principles and provision of timely, effective and comprehensive service to the grantee;
- providing counsel on business, income generation and community development planning;
- facilitating links between producers, suppliers, and local and regional markets for producer groups and small businesses;
- identifying and facilitating links to other sources of funding, as needed;
- assisting grantees in meeting their reporting and other obligations under their grant agreements with USADF and advising on technology choices and techniques;
- conducting project monitoring through periodic site visits to grantees: (a) monitor grantee data collection and management of project resources; (b) assist grantees to evaluate the progress they are making toward achievement of project goals and objectives (c) assist grantees in anticipating problems which have the potential to impede progress or require modifications to their business plans; (d) identify any problems which may already be impairing progress; (e) assist grantees in developing strategies to overcome any such problems; and (f) assist grantees in the preparation of reports required under their agreements, including verification of data in the reports;
- liaising with USADF staff (Country Program staff and Washington, DC staff) to diagnose problems and provide remediation assistance to USADF grantees; and
- developing means to replicate successful, innovative, and cost-effective community-based activities.

## **PERSONNEL AND RESPONSIBILITIES**

The Partner will organize and manage its staff and consultants proposed as key personnel for the cooperative agreement to achieve maximum project impact within the budget resources provided. Applicants' proposals must name key personnel, which are subject to USADF's approval.

The roster of key personnel may be amended from time to time during the course of the Cooperative Agreement to add, delete, or substitute personnel, but the request to do so must be submitted for review to USADF at least thirty (30) days in advance.

The key personnel for this Cooperative Agreement are the Executive Director, Project Development Officer, Financial Officer, Monitoring and Remediation Officer, and Program Officer for Power Africa. Applicants may propose other staffing arrangements. The Partner must be based in Abuja and must demonstrate its capacity to provide national coverage, and at least one key staff member must be based in the Niger Delta region of Nigeria to facilitate contacts with the USADF Country Program Office.

Below are the ideal qualifications and major responsibilities for each key personnel.

Successful candidates will have many of these qualities and abilities.

### Executive Director

#### **Qualifications:**

- Host country national;
- Bachelor's Degree required, preferably in management, business administration, agricultural economics, finance, developmental studies or other relevant field. Master's Degree preferred. Will accept at least 10 years of relevant work experience in lieu of degree;
- Knowledge of and experience working with marginalized people and the design and implementation of self help development activities in Nigeria;
- Five (5) or more years of work experience in project/program development, management, monitoring, evaluation, and financial analyses, related to income generation, small business development including agro business, community development or other self help development initiatives;
- At least five (5) years of management experience in a role that required the ability to manage professional staff effectively and meet tight deadlines in a results-oriented organization;
- A track record of working with grassroots groups to build effective and successful organizations;
- Proficiency in financial analysis and business planning in support of micro and small enterprises and income generating projects;
- Demonstrated experience preparing and analyzing business plans, profit/loss and cash flow analysis, and in using such instruments to make recommendations on providing assistance to enterprise development project participants;
- Competency in organizational assessment and organizational development;
- Demonstrated experience in preparing training plans;
- Demonstrated experience in conducting management assessments and preparing organizational development plans;
- Demonstrated ability to assist several development projects simultaneously;
- Demonstrated experience in developing effective monitoring and evaluation systems, including measurable performance indicators and targets, and performance assessment;
- Demonstrated competency in utilizing computer-based financial analysis models (please specify), spreadsheets and word processing;
- Exposure to participatory development methodology;

- Ability to interact effectively with grassroots entities, government representatives at the national and local levels, NGO representatives, corporate sector leaders, and foreign donors;
- Familiarity with donor regulations and procedures, preferably those of USADF or other US Government agencies;
- Strong communication skills, both oral and written;
- Strong interpersonal skills and ability to work collaboratively to impart effective financial management skills and services to a broad spectrum of colleagues and grantees;
- Availability to travel frequently to rural and other areas of the country on a regular basis; and
- Fluency in English and at least one or more local language(s) is required. High proficiency in the ability to read in English is required.

#### **Major responsibilities:**

- The Executive Director is responsible for the overall management of the Partner's program, including: assisting Applicants in the development of project proposals; support to grantees in implementation, performance assessment, and remediation of projects; management of any Community Reinvestment Grants generated by USADF awards; and management of the Partner professional and support staff.
- The Executive Director will effectively lead the Partner team to achieve and sustain team motivation and performance to ensure success at all stages of program management. The incumbent will coordinate the efforts of his/her team to ensure work is completed consistent with established timeframes and quality specifications and in compliance with USADF policies and procedures.
- The Executive Director will collaborate with the USADF Country Program Coordinator to determine methods to be used and approaches to be taken in carrying out the Partner's work.
- Assist applicants seeking funding from USADF in preparing project plans including project implementation plans based on careful analyses of technology choices, and financial and human resource requirements. In the case of business development projects this would also include market analyses and cash flow projections;
- Summarize the various analyses in support of the project funding application and make recommendations on the viability of proposed projects;
- Reviews all grantees' performance during biannual Program reviews to assess progress against implementation plans and performance targets, and makes recommendations for remediation as needed;
- Assist in the review and analysis of grantee business plans and assessment of on-going projects' financial performance.
- Assist grantees to ensure the accurate and timely submission of their disbursement requests and quarterly financial reports, including verification of information in the reports;

#### **Project Development Officer**

#### **Qualifications:**

- Host country national;
- University degree in business administration, economics, agriculture, finance, community development or other relevant areas of development preferably at the master's level; An MBA, or a high-level academic training in analysis and planning activities of rural SMEs would be an asset;
- Five (5) or more years of professional experience in project development, program management, monitoring, evaluation and financial analysis, particularly related to small business development;
- Demonstrated experience in developing, designing and implementing business development projects, including knowledge of the opportunities and challenges in Nigeria;
- Strong interpersonal skills and ability to work collaboratively to impart effective skills and services to a broad spectrum of colleagues and grantees;
- Strong writing skills. Must have computer skills, including Excel and Word to generate and analyze spreadsheets and produce documents; experience in using computer models of financial analysis is appreciated;
- Availability to travel frequently to rural areas and other parts of the country; and

- Fluency in English and at least one or more local language(s) is required. High proficiency in the ability to read in English is required.

#### **Major responsibilities:**

- Assist organizations seeking USADF funding in preparing assessments to determine the best use of grant funds for project goals and long-term sustainability, including development of business plans;
- Evaluate the social and economic environment of a potential investment, to support the feasibility, profitability and visibility of its activities;
- Assist applicants in conducting market research, costing and selling prices of their products prior to funding to help companies supported by USADF and community groups to remain profitable;
- Perform financial analysis and full economic potential of a project; Assist applicants to prepare financial projections prior to funding, including profit and loss, cash flow, and balance sheet projections to determine the profitability and financial viability of proposed projects; evaluation of cash flow needs.
- Assist applicants to develop financial goals and performance indicators and targets that will be used in measuring and validating project progress and results;
- Summarize the different analyses of a project document, and make recommendations on the viability of proposed investments;
- Conduct site visits to active USADF funded projects to monitor and assess the activities, financial records and capabilities of grant recipients;
- Consider and develop a short list of suppliers of equipment for potential projects to acquire and obtain the necessary suppliers pro-forma invoices required for these facilities;
- Discuss and identify all possible means for the investment to result in a technically and financially viable enterprise;
- Review all grantees' quarterly performance and financial reports to assess progress against implementation plans and performance targets, and makes recommendations for remediation as needed;
- Assist grantees to ensure the accurate and timely submission of their disbursement requests and quarterly financial reports, including verification of information in the reports; and
- Assess the quality of work delivered to grantees and ensure vendor performance.

#### **Financial Officer**

#### **Qualifications:**

- Host country national;
- University degree in accounting, financial management or related business discipline, preferably at the master's level, or CPA/CA equivalency;
- Five (5) years or more of professional work experience in an accounting or financial management position;
- Demonstrated skill and experience conducting financial analysis of projects;
- Demonstrated ability to formulate and manage budgets, including maintenance of accounts, report generation, and account reconciliation;
- Demonstrated ability to respond to the needs of grassroots groups, including training and assisting with bookkeeping and timely submission of financial reports;
- Knowledge of institutional capacity of small-scale enterprises and farmers groups, as demonstrated by prior accounting, auditing, and financial management work experience with such groups;
- Demonstrated competency in utilizing accounting software programs that meet US government financial reporting requirements (Saari, Quickbooks, or other widely recognized software). Specific accounting software used by the organization should be specified;
- Demonstrated computer proficiency with experience in the use of Microsoft Excel or equivalent software;
- Strong interpersonal skills and ability to work collaboratively to impart effective financial management skills and services to a broad spectrum of colleagues and grantees;
- Availability to travel frequently to rural and other areas of the country; and

- Fluency in English and at least one or more local language(s) is required. High proficiency in the ability to read in English is required.

#### **Major responsibilities:**

- Assist the Executive Director in formulating the annual budget for the Partner office and operations;
- Prepare and maintain all required accounting journals, ledgers, receipts and related financial records and the quarterly financial reports to be submitted to USADF;
- Assist applicants to prepare pre-funding financial analyses, including cash flow, profit/loss, and balance sheet assessments to determine the potential profitability and financial sustainability of proposed projects;
- Assess grantee financial management capacity and practices and develop plans to ensure that grantees meet financial certification requirements for grant management;
- Provide accounting and financial management training to USADF grantees;
- Conduct site visits to active USADF-funded projects to monitor and assess the financial management practices, records and capabilities of grant recipients;
- Assist grantees to ensure the accurate and timely submission of their disbursement requests and quarterly financial reports, including verification of information in the reports;
- Establish and maintain computerized tracking systems to monitor office and grantee financial reporting information;
- Assist in the review and analysis of grantee business plans and assessment of on-going projects' financial performance;
- Ensure that site visits are conducted in a timely manner in order to achieve an adequate financial closure of projects where appropriate; and
- Reviews all grantees' quarterly performance and financial reports to assess progress against implementation plans and performance targets, and makes recommendations for remediation as needed;
- Assist grantees to ensure the accurate and timely submission of their disbursement requests and quarterly financial reports, including verification of information in the reports;
- Provide follow-up training in response to audit findings.

#### **Monitoring and Remediation Officer**

#### **Qualifications:**

- Host country national;
- University degree in community development, adult education, management, economics, sociology or other relevant areas of development, preferably at the master's level;
- Five (5) years' or more experience in the development, design, implementation, monitoring and evaluation of investments at the community level, preferably with programs that help grassroots groups in income generating activities or community development activities;
- Experience in using and evaluating tools and techniques for data collection;
- Experience in measuring socio-economic impacts;
- Knowledge of participatory development, including participatory research, with some experience of methods such as PRA (Participatory Rural Appraisal or PRA);
- Demonstrated experience in preparing training plans, systems of monitoring and evaluation, including performance indicators and measurable targets, and performance evaluation;
- Experience in the assessment of organizational strengths and weaknesses in the participatory development activities;
- Experience in designing and preparing training plans, and in the organization, coordination, and facilitation of training workshops;
- Demonstrated experience supporting small groups and community organizations with project organization and administrative processes;
- Computer skills, including Excel and Word experience developing and ensuring quality control of spreadsheets and documents;

- Ability to work collaboratively to impart effective financial, business and technical management skills and services to a broad spectrum of colleagues and grantees;
- Availability to travel frequently to rural and other areas of the country; and
- Fluency in English and at least one or more local language(s) is required. High proficiency in the ability to read in English is required.

#### **Major responsibilities:**

- Help grantees in the preparation and submission in a timely manner all required documents;
- Train grantees in the preparation of quarterly reports, monitor the quality of reports, verify their accuracy, and ensures that grantees maintain adequate information to support their reports;
- Provide and/or organize training and technical assistance to USADF grantees;
- Work with recipients to develop systems to track grantee activity against grant implementation and record the progress of grantees compared to performance measures of the grant;
- Work with grantees to develop monitoring plans based on the status of grant activities;
- Assist grantees in gathering information during project implementation, needed to attain and remain sustainable;
- Visit grantees to discuss project progress, assess implementation issues or problems, answer any questions or concerns of grantees, and develop a plan with grantees to address any implementation issues. Prepare and submit reports of these site visits;
- Provide technical assistance to beneficiaries in monitoring the activities and performance of their grants, to ensure compliance with conventions and expectations, and the identification and management problems or issues that arise during implementation of the project;
- Review all grantees' quarterly performance and financial reports to assess progress against implementation plans and performance targets, and makes recommendations for remediation as needed;
- Assist grantees to ensure the accurate and timely submission of their disbursement requests and quarterly financial reports, including verification of information in the reports;
- Develop remediation plans jointly with the beneficiaries; and
- Help beneficiaries develop analytical skills to understand the situation and the financial conditions of their companies.

#### **Program Officer – Power Africa**

#### **Qualifications:**

- Host country national;
- University degree in business administration, economics, agriculture, finance, community development or other relevant areas of development preferably at the master's level; An MBA, or a high-level academic training in analysis and planning activities of rural SMEs would be an asset;
- Five (5) or more years of professional experience in program management, monitoring, evaluation and financial analysis, particularly related to small business development;
- Experience conducting due diligence site visits of potential grantees and conducting detailed cost verification of proposed budgets to determine cost reasonability according to market rates;
- Demonstrated experience in developing, designing and implementing business development projects, including knowledge of the opportunities and challenges in Nigeria;
- Strong interpersonal skills and ability to work collaboratively to impart effective skills and services to a broad spectrum of colleagues and grantees;
- Strong writing skills. Must have computer skills, including Excel and Word to generate and analyze spreadsheets and produce documents; experience in using computer models of financial analysis is appreciated;
- Availability to travel frequently to rural areas and other parts of the country;
- Fluency in English and at least one or more local language(s) is required. High proficiency in the ability to read in English is required; and



- Experience in the Nigeria off-grid renewable energy sector would be an asset.

#### **Major responsibilities:**

- Conduct due diligence site visits of USADF Off-Grid Energy Challenge finalists, including providing recommendations and reference checks;
- Conduct detailed cost verification exercises of potential grantees for the Challenge program, including determining cost reasonability according to market prices;
- Assist grantees during implementation of Power Africa projects by providing business management and technical support;
- Ensure projects are on schedule by conducting quarterly reviews of the USADF Power Africa portfolio of projects;
- Assist grantees with importation of equipment as needed;
- During grant implementation, verify the completion of milestones by grantees, including reviewing reports and conducting site visits as required in the respective milestone. Submit recommendations of milestone completion to USADF-Washington;
- Assist grantees to ensure the accurate and timely submission of their disbursement requests (as specified in the grant agreement milestones) and performance reports, including verification of information in the reports;
- Conduct monitoring visits on a regular basis to assess project implementation progress, identification of any implementation constraints and corrective action to address any constraints;
- Assist the grantees in their reporting of performance indicators during project implementation and after completion of project; and
- Review grantees' performance and activity reports to assess progress against implementation plans and performance targets, and makes recommendations for remediation as needed

#### **TYPE OF AWARD**

USADF plans to make an award for one (1) year duration, which may be renewed annually for up to an additional four (4) years without competition, depending on performance during the initial year and each subsequent year of the cooperative agreement. Subject to the consent of the Recipient, USADF may negotiate additional cooperative agreements or grants, known as associate awards. The associate awards may be done without further competition or announcements, to support the same objectives described in this RFA. Each associate award shall contain a separate activity description fitting within the broader program description of the award under this RFA, known as the primary award, and separate budget and reporting requirements. Associate awards, however, shall be covered under the terms and conditions of the primary cooperative agreement award.

#### **Substantial Involvement**

USADF's substantial involvement under this Cooperative Agreement shall be limited to the following:

- *Approval of the Recipient's semi-annual implementation plans*, which includes the Recipient's timeline for the planned achievement of milestones, results, or outputs under the program. USADF will approve this plan not more than twice a year, except in cases where the Recipient makes material changes to the approved plan.
- *Approval of key personnel*, defined as the Executive Director, Project Development Officer, Financial Officer, Monitoring and Remediation Officer, Program Officer for Power Africa, and other key staff,
- *Selection and award of contracts and formulation of substantive provisions of the sub-awards.*
- *Collaboration or joint participation with the Partner*, particularly where USADF has specialized technical knowledge in areas such as financial analysis, accounting training, project management, business plan development, and PDM.

- *Substantial direct operational involvement to assure compliance with United States Government mandates, such as environmental protection and drug-free workplace.*
- *Monitoring of performance, including review of reports prepared by the Partner and routine site visits, in order to review performance of the Nigeria Program and Power Africa Challenge grants and monitor the Partner's performance.*
- *Highly prescriptive terms prior to award of the cooperative agreement, which limit the Partner's discretion with respect to scope of services offered, organizational structure, staffing, mode of operation, and other management processes, coupled with close USADF monitoring to ensure compliance with these requirements.*
- *Option to immediately halt work which fails to meet detailed performance specifications.*

USADF's President may authorize deviations to the elements listed above, if to do so is essential to effect necessary performance under the award, or when special circumstances make such deviations clearly in the best interests of the United States Government.

## **REPORTS**

The Partner will submit the following reports to the cognizant USADF officer and stipulated in the Agreement:

- Semi-annual implementation plans
- Monthly Performance Reports and any additional document (e.g., assessments, evaluations, technical manuals) produced under the Cooperative Agreement
- Monthly Financial Reports
- Reports documenting each training provided to a grantee
- Site visits reports documenting each on-site training or monitoring visit

**END OF SECTION C**

## SECTION D – BUDGET DETAILS

Applicants should use the form provided in this Section to summarize their budget estimate for the Cost Application. The budget should be prepared in US Dollars. Applicants should also present any schedules necessary to support cost estimates, as well as provide a narrative description of the bases for the proposed costs.

### BUDGET ESTIMATE SUMMARY (Example Only)

	Category	PROPOSED COST (in US Dollars)
	<b>A. Personnel</b>	
A.1	Program Director	
A.2	Project Development Officer	
A.3	Financial Officer	
A.4	Monitoring and Remediation Officer	
A.5	Training Officer	
A.6	Secretary	
A.7	Driver	
A.8	Social Security	
A.9	Health Benefits	
A.10	Other Benefits	
	<b>Sub-total</b>	
	<b>B. Office Facilities</b>	
B.1	Rent	
B.2	Utilities	
B.3	Office Maintenance	
B.4	Security Services	
B.5	Temporary Services	
B.6	Cleaning/Janitorial Services	
B.7	Other (please specify) _____	
	<b>Sub-total</b>	
	<b>C. Administrative Support</b>	
C.1	Communications/Telephone Expenses	
C.2	Internet Cost: Monthly ISP charge	
C.3	Office, Computer Supplies/Stationery	
C.4	Vehicle Supplies/Fuel	
C.5	Equipment Maintenance	
C.6	Newspapers, Subscriptions	
C.7	Dissemination and Outreach	
C.8	Administrative/IT Support	
C.9	Translation	
C.10	Technical Assistance	
C.11	Vehicle Maintenance/Repairs/Insurance	
C.12	Bank Fees	
C.13	Postage/Shipping Expenses	

C.14	Advertising/Recruiting Expenses	
C.15	Vehicle Registration/Licensing	
C.16	Other (please specify)	
	<b>Sub-total</b>	
	<b>D. Program Monitoring</b>	
D.1	Travel (fuel)	
D.2	Per Diem	
	Other (please specify)	
	<b>Sub-total</b>	
	<b>E. Staff Training</b>	
E.1	Training	
E.2	Other (please specify)	
	<b>Sub-total</b>	
	<b>F. Power Africa Initiative</b>	
F.1	Project Officer	
F.2	Executive Director oversight	
F.3	Employee Benefits	
F.4	Program Monitoring (per diem and other travel costs)	
F.5	Operational Expenses	
	<b>Sub-total</b>	
	<b>G. Capital Expenses (one time costs due to program start-up)</b>	
G.1	Other (please specify)	
G.2	Other (please specify)	
G.3	Other (please specify)	
G.4	Other (please specify)	
	<b>Sub-total</b>	
	<b>TOTAL</b>	

**END OF SECTION D**